STATE OF MONTANA
EMPLOYEE SAFETY PROGRAM

DEVELOPED BY

**THE RISK MANAGEMENT AND TORT DEFENSE DIVISION
DEPARTMENT OF ADMINISTRATION**

AND

**THE DEPARTMENT OF LABOR & INDUSTRY
SAFETY BUREAU**

AND

STATE COMPENSATION INSURANCE FUND

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SECTION XIII

SECTION XIV

INTRODUCTION

The State Of Montana Employee Safety Program was developed by the Risk Management and Tort Defense Division (RMTD), Department of Administration, for use by all state agencies.

The concepts explained in this manual have proven effective in reducing the frequency and severity of occupational accidents, injuries, and illness. These guidelines will also assist agencies in managing other types of losses. Each agency should use these model guidelines to implement specific Employee safety policies and procedures based upon resources, hazards, and risks and tailored to fit the needs of its operations.

Sections II through VII of this manual contain guidelines, which are mandatory under the Montana Safety Culture Act (§ 39-71-1501 through 1508, MCA) and Department of Labor and Industry administrative rules. All other sections contain additional guidelines, which are recommended to further assist agencies in reducing work injuries.

Throughout this document, the terms "shall", "must", or "require" denote mandatory provisions of statute or rules. The terms "should", "may", or "recommend" are used to describe optional, albeit important, guidelines in establishing a safety program.

Additional copies of this manual are available from at the Risk Management & Tort Defense Division's website.

ABOUT THE MONTANA SAFETY CULTURE ACT

Overview

In accordance with §39-71-1505, MCA, the Department of Labor and Industry has responsibility to set forth the requirements/rules that employers must meet to comply with the provisions of the Montana Safety Culture Act. These rules define employer requirements for implementation of safety programs to reduce the incidence of occupational injury and illness by promoting safety in the work place.

In addition, the State Fund is required by statute (§39-71-1506, MCA) to notify all policyholders of the type of safety consultation services available and the location where these services may be requested. Agencies who fail to establish and implement employee safety programs are subject to higher workers' compensation premium assessments.

The guidelines provided in this manual are intended to comply with Department of Labor and Industry rules. Key provisions of these rules are summarized below. Agencies with more specific questions should contact the Risk Management and Tort Defense Division, Department of Administration.

Core Program

As required by ARM 24.30.2521, every public and private employer, regardless of the number of employees, shall establish, implement, and maintain an educational-based training program, which shall at a minimum:

- Provide: each new employee with a general safety orientation containing information common to all employees and appropriate to the business operations before the employee begins his or her regular job duties.

- Provide: job or task-specific training appropriate for employees before they perform that job or task without direct supervision.

- Offer: continuing, regular, refresher safety training, including periodic safety meetings.

- Provide: a system for employers and employees to develop an awareness and appreciation of safety through tools such as newsletters, posters, safety meetings, safety incentive programs, etc.

- Provide: periodic self-inspection for hazard assessment when the safety program is implemented, new work sites are established, and thereafter as is appropriate to agency operations, but at least annually.

- Include documentation of performance of activities listed above.

Additional Requirements

As required by ARM 24.30.2541, all agencies having more than five employees must have a comprehensive and effective safety program. In making the determination of employment levels, the agency shall count all regular, temporary, leased, and seasonal workers under the agency's direction and control.

This rule applies wherever there are more than five employees, and continues in effect until the number of employees is less than six for three consecutive months. This comprehensive and effective safety program must include all of the mandatory elements contained in ARM 24.30.2521 and must also include but is not limited to the following:

- Polices and procedures that assign specific safety responsibilities and safety performance accountability.

- Procedures for reporting and investigating all work-related incidents, accidents, injuries, illnesses and known unsafe working conditions and taking corrective action.

Safety Committee Required for Every Employer with More than Five Employees

Except as provided by ARM 24.30.2553, 24.30.2554, and 24.30.2558, every employer
that is subject to the requirements of ARM 24.30.2541 must also have a safety committee. If an employer is a party to a collective bargaining agreement that provides for the establishment and operation of a safety committee, the terms of the collective bargaining agreement shall govern the operation of the safety committee, notwithstanding any other provisions of 24.30.2542, 24.30.2551, 24.30.2553, 24.30.2554, and 24.30.2558.

SECTION I.

SAFETY PROGRAM ASSESSMENT, GOAL SETTING, AND PLANNING

Developing and implementing an effective employee safety program requires time, resources, and commitment.

Adequate research, assessment, planning, and goal setting during initial stages of employee safety program development are essential. This preparation helps assure efficient development and implementation of an effective program.

1.   Agency personnel assuming the responsibility to develop and implement the program should initially familiarize themselves with the guidelines and concepts contained in this manual.

2.   Agency management should conduct an initial assessment of existing employee safety programs by comparing what is already in place to the concepts and procedures discussed in this manual.

3.   Agency management should establish goals and target dates to identify what they want their employee safety program to accomplish.

4.   Plans should be made to develop and implement an employee safety program which will achieve the desired results and goals. These plans should list items targeted for improvement, what needs to be done, assignment of responsibility, and target completion dates. A sample action plan form to assist this process can be found in Appendix A.

SECTION II.

ASSIGNMENT OF AUTHORITY, RESPONSIBILITY, AND ACCOUNTABILITY

For an agency safety program to progress into a well-implemented and maintained loss prevention program, it is essential that proper authority, responsibility, and accountability be established by management. Each agency must develop policies and procedures that assign specific safety responsibility and safety performance accountability (ARM 24.30.2541).

All individuals—whether agency management or employee—must know their responsibilities and that they are accountable. Adequate authority and resources must be delegated to meet assigned responsibilities.

1. Agency management's commitment is the most important element of an employee safety program because the remaining elements will not be implemented or maintained unless management is strongly committed.

   - Management should set a good example of safety by adhering to safety rules and participating in safety activities.

   - Management should monitor its employee safety program on a periodic basis to assure continued effectiveness.

   - Management should consider creating a full-time risk/safety director position where agency size and risks warrant. If this is not possible, management should designate an existing position to serve as the agency Risk/Safety Coordinator. The duties of a Risk/Safety Coordinator are provided in Appendix C.

2. As recommended by ARM 24.30.2541, authority, responsibility, and accountability should be conveyed (communicated and accessible) to supervisory and staff members in written form such as job or position descriptions and performance evaluations and include the following:

   - A statement of top management commitment to the safety program. (A sample policy statement is included in Appendix B for agency use.)

   - Mechanisms for encouraging and motivating employee involvement in the safety program (See Section XIII).

   - A summary of safety responsibilities for managers, safety personnel, supervisors, and employees. (A sample statement of safety program organization is found in Appendix C.)

3. All agencies having more than five employees must have a comprehensive and effective safety program, which consists of a Safety Committee (ARM 24.30.2541). The composition and function of Safety Committees are discussed in Section III.

4. Employees also are responsible for occupational safety and health. Agency management should inform employees of these responsibilities by preparing general safety rules and safe operating procedures and by conducting training.

SECTION III.

SAFETY COMMITTEES

Every employer that is subject to the requirements of ARM 24.30.2541 must also have a safety committee.

(1) Except as provided by ARM 24.30.2553, 24.30.2554, and 24.30.2558, every employer that is subject to the requirements of ARM 24.30.2541 must also have a safety committee. If an employer is a party to a collective bargaining agreement that provides for the establishment and operation of a safety committee, the terms of the collective bargaining agreement shall govern the operation of the safety committee, notwithstanding any other provisions of ARM 24.30.2551, 24.30.2553, 24.30.2554, and 24.30.2558.

(2)The Montana Legislature has mandated the formation of safety committees that include representatives of the employer and the employees in order to foster a safety culture in Montana workplaces. It is the intent of the Department of Labor & Industry that employers and employees meet together for the purpose of creating a safety culture in Montana workplaces and reducing on-the-job injuries and illnesses, in the hope that by improving occupational safety, workers' compensation insurance rates for all industries in Montana will be limited. Accordingly, the Department of Labor & Industry is exercising its delegated authority to require that employers form safety committees in order to carry out the statutory duty imposed by 39-71-1505, MCA.

(3)Federal law prohibits domination of a safety committee by management.

(4)Every safety committee shall:

    i.   be composed of employee and employer representatives and hold regularly scheduled meetings, at least once every 4 months. The committee(s) shall be of sufficient size and number to provide for effective representation of the workforce. Employers with more than one work site may have more than one committee.

    ii.   include in its membership representatives of employees and employer, with employer representatives not exceeding employee representatives.

    iii.   include in its employee membership volunteers or members elected by their peers. Where employees are represented by a labor organization(s) that organization may choose to appoint or conduct elections to select employee members to serve on safety committee(s).

    iv.   include safety committee activities that assist the employer in fact finding. The Department of Labor & Industry recommends that the committee document its activities (i.e. attendees, subjects discussed) and act as a fact finding body and report to the employer regarding:

(a).   assessing and controlling hazards;
(b).   assessing safety training and awareness topics;
(c).   communicating with employees regarding safety committee activities.
(d).   developing safety rules, policies, and procedures:
(e)   educating employees on safety-related topics;
(f)   evaluating the safety program on a regular basis;
(g)   inspecting the workplace;
(h)   keeping job specific training current;
(i)   motivating employees to create a safety culture in the workplace; and
(j)   reviewing incidents of workplace accidents, injuries, and illnesses.

SECTION IV.

EMPLOYEE TRAINING

A number of benefits are derived from relevant employee training. The Risk Management offers a variety of educational based safety training courses to assist state agencies in addressing risk and establishing comprehensive and effective safety programs. As required by ARM 24.30.2521, each agency must establish and maintain an educational-based training program, which shall at a minimum:

1. Provide new employees with a general safety orientation containing information common to all employees and appropriate to business operations before they begin their regular job duties (ARM 24.30.2521).

    - Every new employee must complete an orientation process prior to starting work. The Department of Labor and Industry recommends that this orientation contain both oral and written instruction and include, but not be limited to: information on accident and hazard reporting, emergency procedures, fire safety, first aid, personal protective equipment, and work site hazards (ARM 24.30.2521).

    - A new employee orientation and training checklist may be utilized to assist a supervisor in providing complete training to a new hire and to document actual orientation, training, and observation procedures. A sample new employee orientation and training checklist is provided in Appendix D.

2. Provide job or task specific safety training appropriate for employees before they perform that job or task without direct supervision (ARM 24.30.2521).

    - After initial orientation, safety training must be provided for new employees before they perform that task unsupervised. Training should begin with an overview of operations in general and then become job and task specific. The Department of Labor and Industry recommends that training be conducted by personnel knowledgeable of the task being trained (ARM 24.30 2521). Training may include a job observation by a supervisor to assure proper work procedures are being followed by a new employee. (See Section V for additional information on how to conduct a job safety observation.)

    - It is recommended that training topics include specific safety rules, procedures, and hazards and clearly identify the agency's and employee's responsibilities regarding safety in the work place (ARM 24.30.2521). Agencies should also consider additional training in emergency response, fire safety, first aid, personal protective equipment, hazard identification

and equipment maintenance, hearing conservation training, confined space entry, CPR training, and similar subjects.

- Agencies with specific safety problems who need consultative services and training assistance should call the State Fund (444-6440) or the Risk Management and Tort Defense Division, Department of Administration (444-2421) for further information.

3. Offer continuing, regular, refresher safety training. This training may be accomplished through periodic safety meetings or various other formats. As recommended by ARM 24.30 2521, this training should:

- Be held as often as is appropriate, but at least annually.

- Contain material to maintain and expand knowledge and awareness of safety issues in the work place.

4. Provide a system for employers and employees to develop an awareness and appreciation of safety through tools such as newsletters, periodic safety meetings, posters, and safety incentive programs (ARM 24.30.2521). (Section XIV of this manual provides a list of resources, which are available to promote employee and agency awareness of work place safety.)

5. Provide training when a new safety program is established, employee job assignments change, new substances, processes, procedures, or equipment are introduced, or when a new hazard is identified (ARM 24.30.2521).

SECTION V.

HAZARD IDENTIFICATION AND SELF-INSPECTION

There are essentially two major types of agency hazards in the work place: 1) the unsafe condition; and 2) the unsafe act. As required by ARM 24.30.2521, each agency must initiate periodic self-inspection for hazard assessment upon implementation of the safety program, when new work sites are established, and as is appropriate to agency operations, but at least annually.

An unsafe condition generally refers to a tangible item in the work environment such as a walking surface, a piece of machinery, or a hand tool, which is unsafe. An unsafe act usually relates to movements and work patterns of the employee, which are unsafe. Both hazards must be identified and corrected prior to the occurrence of accidents for a prevention program to be successful. Self-inspections shall at a minimum:

    (i) identify hazards and unsafe work practices or conditions;
    (ii) identify corrective actions needed; and
    (iii) document corrective action taken

1.   Agency management must encourage work-site hazard reporting on a continual basis (ARM 24.30.2521). Employees must be instructed to promptly report hazards to their supervisor.

    a.   Written hazard reporting methods must be required by each agency to assure documentation of the hazard.

    b.   Timely and adequate correction of reported hazards by the supervisor must be accomplished to eliminate or reduce the exposure and to assure continued employee participation in the process (ARM 24.30.2521).

UNSAFE CONDITION
2.   Formal, planned self-inspections of agency buildings, equipment, and property must be conducted at least annually or as is appropriate to agency operations (ARM 24.30.2521). The intent of an inspection is to identify hazards generated by "unsafe conditions."

    a.   Supervisors or other designees may conduct inspections.

    b.   Inspection checklists, inspection survey forms, or equivalent may be utilized. A sample inspection checklist may be found in Appendix E.

    c.   Correction of unsafe conditions must be accomplished as soon as possible by engineering out the unsafe condition, engineering in employee protection from the unsafe condition, requiring employee use of personal protective equipment, and incorporating effective safe operating procedures.

d.   Self-inspection results must be documented (ARM 24.30.2521). The Department of Labor and Industry recommends that this documentation include the date, time, location, description of training, list of participants (i.e., inspectors, trainers, etc.), and corrective actions taken, and be retained by the agency for three years.

e.   The Department of Labor and Industry, U.S. Occupational Safety & Health Administration, other federal or state regulatory agencies, or insurance providers may conduct announced or unannounced inspections to assure that state agencies comply with regulatory standards. Where feasible, agencies should have someone accompany these inspectors. Agency management must take immediate remedial action to correct identified deficiencies.

UNSAFE ACT

3.   Agency management on a regular basis should conduct formal, planned job safety observations of employees. The intent of job safety observations is to identify hazards generated by "unsafe actions".

a.   First line supervisors may conduct Job safety observations. Persons responsible for conducting observations should be familiar with employee movement patterns, required work activities, safe operating procedures, equipment use procedures, and applicable safety and health regulations.

b.   Observations should be documented by use of an observation checklist, observation survey form, or equivalent and may be used in the performance appraisal process. Sample job safety observation guidelines and a job safety observation report are found in Appendix F.

c.   Correction of unsafe actions must be accomplished as soon as possible (ARM 24.30.2521). Unsafe actions are most effectively remedied by updating written procedures, retraining, altering employee movement patterns, increasing supervision, reaffirming responsibility or, if necessary, taking disciplinary actions.

SECTION VI.

ACCIDENT REPORTING AND INVESTIGATION

Accident investigation is the best method for an agency to determine why an accident occurred and what needs to be done to prevent recurrences. Each agency must develop procedures for reporting and investigating all work-related accidents, incidents, injuries, illnesses, and known unsafe working conditions and practices (ARM 24.30.2541).

Prompt reporting of an accident facilitates a rapid investigation and helps assure the timely implementation of corrective measures.

1. The Department of Labor and Industry recommends that the procedures be non-punitive and contain provisions for timely and effective reporting, thorough investigation, remedial action, documentation, signature requirements for reports, periodic evaluation of procedures effectiveness, and follow-up (ARM 24.30.2541). A sample policy is provided in Appendix G, Accident Investigation & Reporting Policy.

2. Agency management should develop an accident investigation form, which, through the investigation process, identifies causative factors, determines prevention methods, and assures the implementation of the prescribed prevention measure. A sample supervisor's accident investigation report form can be found in Appendix H.

3. Supervisors, the Safety Coordinator, or the Safety Committee may be responsible for investigating all injury or illness accidents or losses to state assets as soon as possible after they are reported. Sample investigation procedures and recommendations can be found in Appendix I.

4. Investigation results must be documented and all reports signed by appropriate supervisors and employees (ARM 24.30.2541). Agency management and/or the Safety Committee, if applicable should review results and recommendations.

5. The Employer's First Report of Injury form must be accurately completed and sent by the agency/employer to the State Compensation Insurance Fund immediately after notice of the accident, which caused loss of time from work or required medical attention. Report of Incident, and In Case of Accident for vehicular incidents, must be accurately completed and forwarded by the agency/employer to the Risk Management & Tort Defense (RMTD) Division, Department of Administration for any incident resulting in loss to a state asset.

6. "Near-miss incidents" or non-injury accidents which involve property or equipment damage should also be investigated (see Appendix J). Actions taken to correct and eliminate "near-miss incidents" will prevent more serious injury or damage.

SECTION VII.

RECORD KEEPING

Record keeping is often viewed as a "necessary evil"; however, when properly planned and organized, the burden can be minimal and the records can be valuable agency management tools. As required by ARM 24.30.2521, each agency must include as part of its safety program, documentation of performance of activities in Sections II through VI. This documentation must include:

1. Date, time, location, and description of training, inspections, and corrective actions.

2. A list of participants (i.e., inspectors, trainers, employees, etc.).

3. A system for filing and retaining records for three years.

In addition to the above requirements, it is recommended that each agency:

4. Establish and implement employee safety program record keeping responsibilities.

5. Establish and maintain an organized safety program filing system where the pertinent records can be kept. A list of suggested records is provided below:

   a. a copy of the written agency safety program;
   b. safe operating procedures;
   c. new hire orientation training forms;
   d. employee training forms (including required training);
   e. safety meeting documentation;
   f. inspection forms (including self-inspections, contracted inspections, and inspections conducted by others);
   g. employee observation forms;
   h. preventive maintenance & repair logs;
   i. accident investigation forms;
   j. employer accident reports;
   k. workers' compensation claim forms;
   l. Incident and claim forms forwarded to Risk Management & Tort Defense;
   m. hazardous communications program;
   n. job inventories; and
   o. accident-injury summary logs.
      i) OSHA 300 Form
      ii) State Fund's Employer Experience Report (CR 720A)

6. These reports and forms should **not** be considered "just a paper trail". Each should serve a purpose in the overall safety program and should be utilized as required by agency management, the Safety Committee, and employees.

SECTION VIII.

SAFETY RULES-SAFE OPERATING PROCEDURES

Development of written, job specific, safe operating procedures and their subsequent use in employee training can reduce employee injury and losses to state assets.

Written general safety rules and specific safe operating procedures help assure that employees are adequately trained prior to assuming a job.

1. An agency should develop a set of written rules covering general safety related topics. These rules should address issues, which are general enough to apply to all agency employees. An example of general safety rules can by found in Appendix K.

2. In addition, an agency should develop a set of written, job specific, safe operating procedures (SOPs) for all hazardous or potentially hazardous positions in one of the following ways:

    a. SOPs may be available from other sources such as industry associations, similar business, equipment manufacturers, or insurance companies. An agency can amend and adopt these pre-developed SOPs to fit its own operations. In some cases, agencies may need permission to use pre-developed SOPs. Examples of SOPs for public entities may be obtained from RMTD.

    b. If no SOPs are available, an agency should develop its own. This can be accomplished through the Job Safety Analysis (JSA) procedure. To perform a JSA, the following steps may be use.

        i. Positions should be surveyed to determine which jobs are hazardous or potentially hazardous and should have a SOP. This task is made easier by using a high-risk job list worksheet. See Appendix L for an example of this worksheet.

        ii. For each job identified as needing a SOP, a formal job safety analysis should be conducted using the JSA instructions and JSA worksheets in Appendices M. Also refer to the completed JSA worksheet for additional guidance. The result of a well-conducted job safety analysis is a clear set of safe operating procedures for a particular job.

3.   For convenience, agencies may use this section of the manual as an insert for safe operating procedures, which are developed by supervisors.

4.   SOPs should be supplemented with equipment manufacturer's recommended operating procedures when possible.

5.   The developed safe operating procedures and general work rules should be implemented through orientation, training, and supervision as explained elsewhere in this manual.

SECTION IX.

EQUIPMENT SAFETY AND MAINTENANCE

The right tool for the job is a basic safety and production rule.

This includes both production equipment and employee personal protective equipment. These tools and equipment must be available and properly maintained.

1. Agency management should provide production equipment in adequate quantity and design so that job duties can be performed safety by all employees. Safety and health should be a consideration when purchasing equipment or furnishings and designing structures and layouts.

2. Production equipment must be maintained in accordance with manufacturer's specifications and applicable safety and health regulations.

   a. Scheduled preventive maintenance programs should be developed.

   b. Periodic inspections and hazard reporting procedures should be utilized. Identified equipment defects should be repaired immediately.

   c. Documentation of equipment inspection, repair, and maintenance procedures is recommended. In certain instances, such documentation is required by specific regulations.

3. Personal protective equipment in adequate quantity and design should be available.

   a. Personal protective equipment should be well maintained and tested when necessary to assure effectiveness. Damaged equipment should be replaced. Information on how to obtain personal protective equipment is available from the Risk Management and Tort Defense Division, Department of Administration.

   b. Testing or inspection of personal protective equipment should be documented.

   c. All employees must maintain compliance with established standards such as Fit Tests for respirator use and other applicable rules, standards, or codes.

SECTION X.

COMPLIANCE WITH SAFETY LAWS AND REGULATIONS

Most safety laws and regulations were developed by regulatory agencies to prevent occupational accidents, injuries, and illness, physical damage to property and assets.

Daily compliance with applicable safety and health regulations will assist an agency in eliminating unsafe conditions and acts, which lead to accidents. Compliance may also eliminate or reduce the adverse results of an inspection by a regulatory agency. Additionally, demonstrated compliance can assist the State and agencies in acquiring favorable insurance coverage and rates.

1. Agency management ultimately has the responsibility to assure that its operation and employees comply with governing safety and health regulations. Agency management should assign specific personnel the responsibility to determine which safety and health regulations, fire codes, building codes, electrical codes, driving regulations, and other related laws, regulations and standards apply to the employer's operations.

   These regulations are diverse, complex, and subject to change; therefore, they require constant attention. The Department of Labor and Industry, Employment Relations Division conducts inspections to assure compliance with OSHA and other federal and state regulations, and is able to provide technical assistance/training and consultations to state agencies. Agencies with questions about compliance with state and federal mandates should contact the Department of Labor and Industry, Employment Relations Division or Risk Management & Tort Defense Division, Department of Administration.

2. Formal, planned safety inspections and job observations should be utilized to identify conditions or procedures, which may be in violation of applicable safety and health regulations.

3. For assistance, an agency may request inspection and observation assistance from safety and health personnel employed by Risk Management & Tort Defense Division of the Department of Administration, the State Fund, or the Employment Relations Division of the Department of Labor and Industry.

4. Corrective actions should be taken by agency management to eliminate identified violations of safety and health regulations.

5. Employee participation in daily hazard reporting procedures helps assure voluntary compliance on a daily basis and should be encouraged.

SECTION XI.

EMERGENCY PREPAREDNESS

The ability to deal with an emergency situation in the work place is important and depends a great deal on the degree of planning and preparation that has been done prior to an actual emergency.

The following guidelines will assist agencies in planning and preparing for an emergency. When adequately prepared, the impact of an emergency on an agency's personnel and property can be greatly reduced.

1. Agency management should initially identify all emergency situations which could occur on any premises or job sites under the control of the agency and which would have the potential to compromise employee safety and health. Examples of such situations include: employee response to on-the-job injuries or illnesses, fire, hazardous chemical exposure or spill, bomb threat, earthquake, and flood.

2. Emergency procedures should be established for each potential emergency situation to establish desired employee reaction. Emergency procedures should be established to minimize employee exposure to hazardous situations and initiate prompt response to the emergency from professionally trained individuals. Assistance on emergency procedure formulation and training can be obtained from the Department of Military Affairs, Disaster & Emergency Services Division and/or on the Capitol Complex in Helena from General Services Division of the Department of Administration.

3. Emergency phone numbers should be posted near telephones. At remote job sites, employees must be furnished with telephone or radio communications and phone numbers of local emergency response units.

4. Materials for initial response to emergency situations should be provided and their location made known to employees. Such materials could include first aid kits, fire extinguishers, eye wash facilities, breathing apparatus, spill containment materials, automated external defibrillators and any other emergency first aid materials appropriate for agency operations.

5. Where feasible, employees should be trained on emergency procedures as well as use and location of available emergency response materials. First aid and CPR training are recommended for as many employees as possible and for at least one employee per shift at each location.

SECTION XII.

LOSS CONTROL MEASURES

After an employee sustains an occupational injury or illness or a loss is experienced to state property, it is important and beneficial for an agency to have developed loss control measures which can be utilized.

The following loss control measures may be successful in returning an injured worker to productivity at an accelerated, but safe, pace and reduce claim costs.

1. When possible, agency management should develop and implement an early return to work (ERTW) program. Assistance in developing an early return to work program is available from the Risk Management & Tort Defense Division. See the division's website for the State Early-Return-To-Work program guidelines.

   a. Management should inventory all occupations within the agency and identify positions or tasks that can be considered light duty or non-physically demanding.

   b. Job inventories for modified duty positions or tasks should be developed. Sample job inventory forms can be found in Appendices N.

   c. When an injured employee is off work, management should use the previously developed job inventory to assist claims examiners, rehabilitation counselors, physicians, and physical therapists in placing the injured employee into a modified duty position when possible.

      i) Early return to work efforts should be coordinated with the rehabilitation counselor assigned by the State Fund or the claims examiner.

      ii) If an injured employee can return to work in a modified duty position, management should provide necessary job training and supervision.

      iii) The employee should be closely monitored to prevent any unanticipated aggravation of the injury. Close employee monitoring may also assist the rehabilitation counselor in placing the injured employee back to work in the most productive position, preferably the pre-injury position, as soon as possible.

2. Contact with injured workers should be maintained when they are away from work for any period of time. These contacts should begin promptly after an accident and continue on a frequent and regular basis. Such contact may convey concern, improve employee morale, and assist in helping the employee with the workers' compensation system.

3.   Contact should be maintained on an ongoing, positive basis with claims examiners and rehabilitation counselors. This is especially important when a policyholder has information of which the State Fund is not aware.

4.   Management should be aware of the status of open claims. This can easily be done by periodically receiving a State Fund computer report for your agency Employer Experience Report (CR 720A). Agencies who desire computer reports on a more frequent basis should contact the State Fund.

Loss control measures should be practiced to minimize damage to property. An example is Water Mitigation Requirements established by the Risk Management & Tort Defense Division, Department of Administration to mitigate water damage to state properties. This policy may be reviewed on the RMTD website at:
http://www.discoveringmontana.com/doa/rmtd/aboutus/files/water_damage_policy.doc

SECTION XIII.

OTHER SAFETY CONSIDERATIONS

The goal of any employee safety program is to prevent occupational accidents and injuries.

An effective employee safety program directs loss prevention; however, there are several other, more subtle, less direct methods of safety that can be very effective. Incorporating these concepts into an existing employee safety program can enhance prevention efforts.

1. Additional on-the-job considerations:

   a. An effective employee incentive program increases safety awareness end employee participation and creates beneficial peer pressure among employees while attaining and maintaining safety goals. Additional information on creating an agency specific employee incentive program may be obtained from the Risk Management and Tort Defense Division, Department of Administration.

      The Department of Labor and Industry annually sponsors the Governor's Safety Awards Programs for small and large public entities. Agencies who demonstrate a commitment to safety are eligible for these awards. Additional information may be obtained from the Department of Labor and Industry, Employment Relations Division or RMTD, Department of Administration.

   b. Pre-shift stretching exercises help assure that employees warm up properly and safely prior to assuming their duties.

2. Additional off-the-job considerations:

   a. Off-the–job safety such as seat belt use and proper lifting techniques may be promoted through posters and handouts. Off-the-job injuries are not compensable, but they do create productivity problems and other hardships for the injured worker and agency.

   b. Employees should be encouraged to participate in "wellness" programs to assist them in identifying their health risk problems and how to cope with the problems in private life. This can include health risk assessments and information on assistance programs. Further information may be obtained from the State Personnel Division, Department of Administration.

SECTION XIV

RESOURCES

Numerous resources are available in and out of state government to assist state agencies in developing and implementing safety and other related programs.

A list of training programs, audio-visual materials, and expertise by topic and by department are provided in this section:

Department	**Contact**	**Phone #**
ADMINISTRATION	**Risk Management & Tort Defense Division (RMTD)**	**444-2421**

The Risk Management & Tort Defense (RMTD) Division provides general agency safety training upon request and through scheduled open-enrollment courses. Training and most services provided by RMTD are available at no charge to state agencies and the university system. The division maintains a library of various safety publications, videos, early-return-to-work sample programs, safe operating procedures, fleet safety programs, safety incentive programs, various sample policy statements and numerous other training resources such as manuals, posters and brochures. The RMTD website offers an on-line resource library with hundreds of additional resources separated by topic. More information can be obtained at the web site, which is located at www.mt.gov/doa/rmtd.

	Employee Benefits Bureau	**444-7462**

State Wellness program and other benefits available to employees.

	General Services Division	**444-3060**

Security and fire safety issues on the Capitol Complex.

AGRICULTURE	**Agricultural Sciences Division**	**444-2944**

The Department has the following Field and Technical Programs: State, EPA, and Industry seminars on pesticides and pesticide safety; hazardous waste (state and EPA training); Hazmat-OSHA incident response operations; Hazmat-transportation of chemicals; pesticide worker protection and safety; quality assurance/quality control pesticide incident investigation and inspections; industry seminars on anhydrous ammonia; and OJT-feed/fertilizer plants and grain elevators. The Department has the following Laboratory programs: AOAC/EPA training seminars; OSHA video tapes on laboratory safety; in house safety training; OJT-for new employees; and quality assurance/quality control analytical procedures and safety.

CORRECTIONS   **Director's Office**   **444-3930**

Department of Corrections has established a safety program and early return to work program.

ENVIRONMENTAL QUALITY   **Permitting & Compliance Division**   **444-4323**

Hazardous waste regulation training (includes safety); water quality safety; and visible emission training; Asbestos removal and disposal; solid waste; underground storage tanks, and more.

FISH, WILDLIFE &   **Conservation & Education Division**   **444-4041**
PARKS

Hunter & bow hunter education (training courses), snowmobile safety, boating safety (training/ videos, and manuals), off road vehicle safety (all terrain vehicle training/videos/manuals).

HISTORICAL SOCIETY   **Historic Preservation Office**   **444-7717**

Consultation regarding historical considerations.

JUSTICE   **Highway Patrol Division**   **444-7000**

                                Motor Vehicle Division   **444-4536**

Brochures, posters, statistical and information research on the need for adults and children to use motor vehicle safety restraints, and the need for motorcyclists and bicyclists to use helmets and other protective clothing; similar materials on the need to restrain or abstain from using alcohol and other drugs when driving.

                                Law Enforcement Academy Bureau   **444-9950**

Specialized training for law enforcement personnel. Training may be available to non-law enforcement individuals.

LABOR AND INDUSTRY   **Employment Relations Division**   **444-6401**

Consultations on state and federal occupation health & safety laws. An extensive video/film library is also provided for agency and public use.

                                Business Standards Division   **444-2840**

Various Bureaus, Programs, and Boards oversee boiler operations; electrical; fire protection; plumbing; and numerous other activities.

MILITARY AFFAIRS   **Disaster & Emergency Services**   **841-3911**
                              Division

Training and guidance available in preparing disaster recovery plans and developing policies and procedures.

NATURAL RESOURCES & CONSERVATION   **444-2074**

Wildland fire safety training and two-way radio course is available.

OFFICE OF PUBLIC INSTRUCTION   **Traffic Education Unit**   **444-4396**

Advanced driver education (school bus, ambulance, etc.), high school driver education (150 sites) and elementary school traffic education (bike/pedestrian/ passenger) are available.

PUBLIC HEALTH & HUMAN SERVICES

Assorted Divisions, Bureaus and Programs assist with training and oversight.

SCHOOL FOR THE DEAF   **771-6000**
& BLIND

An on-campus safety program has been developed. Provide consultation regarding deaf and blind individuals.

STATE FUND   **Loss Prevention**   **444-6500**

Safety training and other consultative services. Bulletins, brochures, publications and other loss prevention guidelines to help state agencies reduce employee injury. Ergonomic assessments and consultations. The State Fund also provides assistance in establishing early return to work programs. Claims adjustors can be contacted regarding existing claims. Claim history reports are available.

TRANSPORTATION   **Organizational Development Bureau,** **444-6054**
                                   Loss Control

The Department of Transportation provides the following training for their personnel only: first aid; accident investigation; safety inspections; hazardous communications; hazardous material emergency response; back safety; hand safety; eye safety; fire safety; personal protective equipment; tool safety; blood born pathogens; hearing; machine safeguarding; and electrical safety. Audio/visual training materials are available for other agencies use.

UNIVERSITY SYSTEM   **College of Technology/Billings**

Air conditioning waste training (vehicles/for dealerships), airborne pathogens (videos).

Division of Technology/MT Tech   496-4101

First aid, safety program, emergency responses, and CPR.

MSU- Billings   657-2155

Fire safety training is provided annually by the city fire department. Chemical hazardous waste provided annually by MSU-Billings Campus Security.

College of Technology/ Missoula   542-6851

Safety Instruction (by request/as needed): continuing education; driving heavy trucks.

Montana Tech   496-4114

Training is provided in the following areas: Physical hazards; electrical safety; off-the-job safety; wellness; airborne contaminants; fire protection; chemical safety; ergonomics; lockout/tagout; confined space entry; respirators; slips, trips and falls.

Montana State University   994-2711

Safety procedure manual (Campus Security); hazard communication and chemical hygiene training; blood born pathogens training: confined space training : lockout/tagout training; pest control training: emergency response/hazardous waste: MDOT shipping regulation training: radiation safety program: respirator safety training: first aid/CPR training and ergonomics training (upper extremities/lower back).

MSU- Northern   265-3733

Water quality management program: CPR (certified): industrial safety technology: motorcycle safety.

In addition to state agency resources, a number of local and private safety resources are available for agency consideration.

AMERICAN RED CROSS (HELENA)   442-0260

Classes provided on community first aid and CPR: safety; water safety; emergency preparedness. Offices in Great Falls, Butte, Bozeman, Helena, Billings Missoula, Kalispell.

HELENA FIRE DEPARTMENT   447-8472

Fire safety awareness and evacuation training. The fire department will come to state agencies and provide training on fire safety and the use of fire extinguishers. Similar services available from many community fire departments.

APPENDICES